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FRUIT AND VEGETABLE BRANCH MEMORANDUM NO. 18

To: Branch Personnel

From: E. A. Meyer, Associate Chief, Fruit and Vegetable Branch

Subject: Field Organization, Functions and Responsibilities of the  
Fruit and Vegetable Branch

This memorandum is designed to redefine and in some instances realign the field organization, functions and responsibilities of the Fruit and Vegetable Branch, with particular emphasis on marketing program activities in conformity with Director's Memorandum #2, Supplements 31, 34, 35, 38, 39, and 40, and Director's Memorandum #65. This Branch memorandum supersedes all other Branch memoranda to the extent to which they are inconsistent with the contents hereof. Field operating procedures will be prepared and issued from time to time by the respective Branch divisions at the Washington level.

By July 1, 1944 and as soon before that time as the field organizing work can be completed, all assigned functions of the Fruit and Vegetable Branch will be administered under the direction of the Chief of the Branch, or his designated representatives, by a field organization comprising the component parts of the Branch Washington office organization. The following more specifically outlines the Branch functions and field organization:

A - FRESH PRODUCTS STANDARDIZATION AND INSPECTION DIVISION:

(a) Functions:

To conduct the inspection service on fruits and vegetables, nuts, and miscellaneous products for fresh shipment or for processing for the purpose of certifying the quality and condition of these commodities delivered to processing establishments or at shipping, transit, or receiving points at the request of interested parties, including governmental and institutional procurement agencies; to certify conformity of these commodities handled under Federal marketing-agreement, loan, diversion, or purchase programs with the applicable requirements thereof; to make inspections under the statutes administered by the Regulatory Division; to conduct investigations for the purpose of formulating, revising, and demonstrating standards for grades or specifications of the above commodities; and to investigate and demonstrate methods of commercial handling, grading, and packing of these commodities.

(b) Field Organization of Fresh Products Standardization and Inspection Division:

The functions of this Division will continue to be administered directly by the Washington office through a permanent field force of approximately 200 regular field inspectors and in addition approximately 2000 licensed fruit and vegetable and 1000 peanut inspectors engaged in inspection work. Shipping point inspection work will be supervised by the approximately 30 Federal supervising inspectors who are now stationed permanently with the States with whom the work is carried on on a cooperative basis, each supervisor supervising the work in one to four States, depending upon the size of the tonnage handled. As it is necessary to maintain close correlation between shipping point and destination inspection work, such correlation work will be accomplished by three regional supervisors of fresh products inspection, and their assistants located at three points, namely, Chicago, with office headquarters at 1421 South Aberdeen Street; New York City, with headquarters at 641 Washington Street; and Washington, D. C., with headquarters at 14th & Independence Ave. S. W.

The Chicago regional supervisor will supervise the work in the following midwestern and southwestern States: North Dakota, South Dakota, Wyoming, Nebraska, Kansas, Arkansas, Louisiana, Texas, Mississippi, Tennessee, Kentucky, Indiana, Ohio, Michigan, Minnesota, Wisconsin, Iowa, Illinois, Missouri, Oklahoma, and Colorado.

The New York City regional supervisor will supervise the work in the following northeastern States: Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New Jersey, New York, West Virginia, Delaware and Pennsylvania.

The Washington, D. C. regional supervisor will supervise the work in the following southeastern States: Virginia, North Carolina, South Carolina, Georgia, Alabama, Maryland, and Florida.

Supervision of the work in the following West Coast States will be directed by the Chief of the Fresh Products Standardization and Inspection Division from the Washington office: Oregon, Idaho, Washington, California, Nevada, Arizona, New Mexico, Montana and Utah.

Operating procedures, administrative instructions, and technical direction of all field activities of this Division will stem from the Chief of this Division under the direction of the Branch Chief. The foregoing functions, field organization, and method of functioning at field levels has been in effect for a considerable number of years and, as indicated, will be continued without change.



B - PROCESSED PRODUCTS STANDARDIZATION AND INSPECTION DIVISION:

(a) Functions:

To conduct the inspection service on processed fruits and vegetables and miscellaneous products (canned, dried, dehydrated, frozen, or otherwise processed) for the purpose of certifying the quality and condition of the products at processing establishments, storages, shipping, transit, or receiving points at the request of interested parties, including governmental and institutional procurement agencies; to observe the preparation, processing and packing of these commodities and the sanitary conditions under which they are packed, and to certify the finished product as to grade, quality and condition, in plants operating under continuous factory inspection; to conduct investigations for the purpose of formulating, revising, and demonstrating standards for grades or specifications of the above products; to investigate and demonstrate methods of commercial processing and distribution of these products utilizing the Federal grading standards or specifications; to investigate problems relating to packages and containers for the various food commodities; and to test containers, devise improvements, and develop substitutes calling for the use of less critical materials.

(b) Field Organization of the Processed Products Standardization and Inspection Division:

The functions of this Division will continue to be administered directly by the Washington office through a permanent field force of 46 field offices, located at strategic points throughout the country, under the supervision of three regional supervisors of processed standardization and inspection work, located at Chicago with headquarters at 1421 South Aberdeen Street; New York City with headquarters at 641 Washington Street; and San Francisco, California, with headquarters at 821 Market Street.

The Chicago regional supervisor will supervise the work in the following mid-western, southwestern and southern States: North Dakota, South Dakota, Nebraska except western three tiers of counties, Kansas, Oklahoma, Texas, except three counties in the southwest; Minnesota, Iowa, Missouri, Arkansas, Louisiana, Wisconsin, Illinois, Tennessee, Mississippi, Southwest Alabama, Michigan, Indiana, Kentucky, and Ohio.

The New York City regional supervisor will supervise the work in the following Atlantic Seaboard States: Maine, New Hampshire, Massachusetts, Vermont, Connecticut, Rhode Island, New York, New Jersey, Pennsylvania, West Virginia, Maryland, Delaware, Virginia, North Carolina, South Carolina, Georgia, Florida, and all Alabama except one county in southwest corner. (Cuba and part of Canada also).

The San Francisco regional supervisor will supervise the work in the following Pacific Coast States: Montana, Wyoming, three western tiers of counties in Nebraska, Colorado, New Mexico, three western Texas counties, Idaho, Utah, Arizona, Washington, Oregon, Nevada, California, and also Mexico. (Western Canada also).

Inspection work for the Army will also be supervised by the regional supervisors through representatives stationed at the Quartermaster Depots located at Jersey City, New York City, Chicago and Oakland, California.

Operating procedures, administrative instructions and technical direction of all field activities of this Division will stem from the Chief of this Division under the Direction of the Branch Chief. The foregoing functions, field organization and method of functioning at field levels has been in effect for a considerable number of years and, as indicated, will be continued without change.

C. MARKET NEWS DIVISION:

(a) Functions:

To collect, compile, and issue by mail, telegraph, the press, radio, or by direct contact with producers, shippers and receivers, daily reports, periodic summaries, and flash news on shipments, market receipts, prices and market conditions for all fresh fruits and vegetables, peanuts and honey; and to obtain other available market information for the formulation and operation of Federal marketing-agreement, loan, purchase, diversion or price support programs for these commodities.

(b) Field Organization of Market News Division:

Up to the present time field activities of this Division have been conducted through the Office of Distribution regional offices. This Division's functions will henceforth be administered directly by the Washington office through the division's permanent field offices in 22 terminal markets, and its temporary field stations established according to seasonal needs (41 temporary offices were operated on a seasonal basis in 1943). These permanent and seasonal market news offices are in the charge of technical market news representatives who will report directly to the Chief of the Market News Division, Washington, D. C.

Operating procedures, administrative instructions, technical and policy direction of all field activities of this Division will be issued by the Chief of this Division under the direction of the Branch Chief.

D. REGULATORY DIVISION:

(a) Functions:

To administer: the Perishable Agricultural Commodities Act, including the licensing of persons and firms marketing fresh fruits and vegetables and other perishable agricultural commodities, and the investigation and handling of complaints arising under the Act; the Produce Agency Act, including the investigation of complaints and the preparation of cases for transmission to the Department of Justice; the Export Apple and Pear Act; the Standard Container Acts of 1916 and 1928, including the inspection of containers at factories and in the laboratory, and the standardization of the dimensions and sizes of the containers.

(b) Field Organization of Regulatory Division:

The functions of this Division at the field levels will be administered directly by the Washington office through five field offices located at Portland with headquarters at 310 U. S. Court House; Los Angeles with headquarters at 294 Wholesale Terminal Building; Chicago with headquarters at 1421 South Aberdeen Street; New York with headquarters at 204 Franklin Street; and Winterhaven, Florida, with headquarters at P. O. Box 981.



Areas covered by these field offices are as follows:

Portland: Oregon, Washington, Idaho, Montana, north Nevada, Wyoming, Colorado, west Kansas and north Utah.

Los Angeles: California, Arizona, New Mexico, west Texas, south Utah, south Nevada

Chicago: Illinois, Indiana, Michigan, Wisconsin, Minnesota, Iowa, Missouri, east Kansas, Nebraska, North Dakota, South Dakota, Ohio, Kentucky from Louisville west; Texas east of El Paso, Oklahoma, Arkansas, Louisiana and east Kentucky.

New York: Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey and east Pennsylvania.

Winterhaven: North Carolina, South Carolina, Alabama, Tennessee, Florida, and Georgia.

Handled Directly by Washington Office: Virginia, Maryland, West Virginia, Delaware, west Pennsylvania and Mississippi.

Operating procedures, administrative instructions and technical direction of all field activities of this Division will stem from the Chief of this Division, Washington office, under the direction of the Branch Chief. The foregoing functions, field organization, and method of functioning at field levels has been in effect since 1930 and, as indicated, will be continued without change.

#### E - MARKETING PROGRAMS FIELD FUNCTIONS AND FIELD ORGANIZATION:

The principal changes in the Branch field organization which will be necessary to conform with Director's memoranda, referred to in the introductory paragraph of this memorandum, concern the two marketing programs divisions of the Branch, namely the Fresh and Processed Marketing Divisions. For purposes of clarity, therefore, the field work of these divisions will be treated in considerable detail. We are setting down below (a) the marketing program functions, which are administered at the Washington level, and (b) those marketing program functions, phases of which will be administered by the marketing programs field organization.

##### (a) Marketing Programs Functions Administered at the Washington Level:

The following marketing programs functions are administered at the Washington level by the Fresh Marketing Division and Processed Marketing Division according, respectively, to the fresh or processed character of the commodity:

To cooperate with the Office of Production of the War Food Administration in its planning to obtain the required production of fresh and processed fruits and vegetables; to participate with Requirements and Allocations Control in the process of determining requirements and the development of adequate supply estimates; to initiate and make recommendations with respect to price support commitments; to initiate and formulate price support programs, including the appraisal of commodity situations and the anticipation of need for price support operations, and to consult with the

Procurement and Price Support Branch in the development of any related purchase programs; to be responsible for price support operations as may be delegated to the Branch from time to time by the Deputy Director for Supply under specific programs; to develop and recommend designated grower prices and grower support prices for fruits and vegetables for processing, and to develop area, grade and size breakdowns of such prices; to develop and administer fruit and vegetable subsidy programs as directed by the Office of Economic Stabilization; to assist the Procurement and Price Support Branch in the development of OD purchase programs, or to recommend such programs and to consult on proposed changes in these programs; to initiate food orders, except set-aside orders, and to formulate and administer food orders; to develop over-all programs for the management of fresh and processed fruits and vegetables; to plan and recommend the time, extent, and other conditions of rationing; to advise and collaborate with OPA in the formulation of price ceiling regulations covering fresh and processed fruits and vegetables, to review all proposed price regulations and recommend modifications thereof before issuance; to develop and administer programs either to maintain or obtain the necessary processing facilities, and to assist in the development of packaging requirements for fruits and vegetables in order to conserve materials and transportation space; to assist other agencies in the development of programs designed to conserve storage and transportation; to recommend to the Office of Materials and Facilities requirements for critical and controlled materials, and assist the OMF in assuring proper distribution of critical and controlled materials; to recommend to OMF and the VPB quotas for cans and glass containers for fruit and vegetable processing under VPB Orders M-81 and L-103b; to collaborate with the Procurement and Price Support Branch in carrying out OD's responsibility for the administration of that part of VPB's Order M-63 applying to fruits and vegetables; to advise the Office of Labor in the solution of manpower problems of the industry; to develop and administer programs designed to bring about economy in the processing and distribution of agricultural and food products; to develop and administer marketing agreements; to maintain current information on the available supply, processing and distribution of fruits and vegetables and conduct marketing investigations; to plan and recommend programs for foreign purchase and importation of fruits and vegetables; and to establish and maintain national fruit and vegetable industry advisory committees.

(b) Marketing Programs Functions Which Will Be Performed by the Marketing Programs Field Organization:

In performing the following marketing programs functions the Washington office will require the assistance of the marketing programs field organization. Some phases of these functions will be administered at the field levels. Such work will be directed by the Chief of the Branch and his designated chiefs of the two marketing programs divisions, namely, the Fresh Marketing Division and the Processed Marketing Division:

- (1) To initiate food orders except set-aside orders and to formulate and administer food orders:

Eight fruit and vegetable War Food Orders were developed during the fiscal year 1942-43. Twelve War Food Orders are now in effect. (Nos. 3, 6, 16, 17, 22, 30, 55, 62, 65, 69, 80 and 82.)



Advance planning in the formulation of War Food Orders is necessary to assure their effective administration. Much of the information needed for the Washington office of the Branch to make its recommendations for developing orders will be collected by marketing program field offices from local sources and by the Washington office through consultation with industry groups. Special requests for such information will be made from time to time by the Chiefs of the Fresh and Processed Marketing Divisions. Field offices will recommend food orders to the Washington office when local conditions justify such action.

Industry educational work and the administration of War Food Orders will continue to be carried out by field personnel under the direction of the Chief of the Branch and designated War Food Order Administrators and Deputy Administrators. Detailed information as to the procedure which is followed in the formulation and administration of War Food Orders is contained in Director's Memorandum #42, Supplements 1-8, inclusive, and Fruit and Vegetable Branch Memorandum #15, dated January 3, 1944.

(2) To develop and administer marketing agreements.

Marketing agreements are industry market stabilization programs operated in accordance with provisions of the Agricultural Marketing Agreement Act of 1937, as amended. Twenty-two marketing agreement programs were in effect during the 1943 fiscal year for such commodities as fresh fruits, truck crops, potatoes, tree nuts and hops. Of these, eleven were in operation during that fiscal year, 7 operated during the entire crop marketing season, and 4 discontinued operations during the marketing season. Twenty-two marketing agreements are now in effect, some of which have been temporarily suspended, namely, Walnuts-California, Oregon and Washington; Fresh Peas and Cauliflower-Colorado; Onions-Utah; Fresh Prunes-Oregon and Washington; Oranges, Grapefruit and Tangerines-Florida; Bartlett Pears, Plums and Elberta Peaches-California; Tomatoes-Mississippi; Beurre Hardy Pears-California; Peaches-Colorado; Winter Pears-Oregon, Washington and California; Onions-Colorado; Peaches-Utah; Tokay Grapes-California; Lemons-California and Arizona; Grapefruit-California and Arizona; Potatoes-Colorado; Potatoes-Idaho and Oregon; Potatoes-Oregon and California; Potatoes-Michigan, Wisconsin, Minnesota and North Dakota; Peaches-Georgia; Hops-Oregon, California, Washington and Idaho; and Oranges-California and Arizona.

It will continue to be the responsibility of representatives of the marketing programs field organization to work closely with the industry in the administration of marketing agreement programs under the direction of the Washington office.

(3) To develop over-all programs for the management of fresh and processed fruits and vegetables.

Activity in connection with this function will become one of the Branch's most important field functions and field offices should keep the Branch and appropriate marketing programs divisions fully and currently informed concerning future conditions of supply and demand, crop prospects, processing and distribution facilities, and other matters pertinent to the formulation of over-all programs.

- (4) To develop and administer programs either to maintain or obtain the necessary processing facilities and to assist in the development of packaging requirements for fruits and vegetables in order to conserve materials and transportation space.
- (5) To develop and administer programs designed to bring about economics in the processing and distribution of agricultural and food products.
- (6) To maintain current information on the available supply, processing and distribution of fruits and vegetables and conduct marketing investigations.
- (7) To establish and maintain national fruit and vegetable industry advisory committees.

The Washington office will require the fullest assistance of the marketing programs field organization in carrying out the foregoing functions. The field offices should be prepared to develop and prepare regular and timely crop and market reports covering the complete list of fruits and vegetables grown in the region or area, both for fresh marketing and for canning purposes. Reports should include labor situations, container conditions, transportation, refrigeration and storage conditions, and such data as may have some bearing on the crop or marketing situation. Special crop and marketing reports will, of course, be required from time to time to meet the needs of program planning. In these instances the Washington office will furnish field offices full details of the information required.

Field offices should develop and keep intimately in touch with contacts such as growers' cooperative and other industry associations, market service bureaus of State Departments of Agriculture, Federal agencies, such as the Extension Service, AAA, etc., and other Office of Distribution field offices including those of the Branch, such as the Market News Service, Fresh Products Standardization and Inspection Division, Processed Products Standardization, and the Regulatory Division. By utilizing fully the services and facilities of such offices and agencies, much duplication of effort in surveying crop and marketing conditions can be avoided. It definitely is not contemplated that the marketing programs field organization shall make crop and market surveys if such information can be obtained from other competent established sources. Field representatives will be called upon to consult with the industry on various programs being planned or developed with the cooperation of the industry. Organized local industry advisory committees should be utilized whenever their facilities can serve a mutual purpose. If such committees are non-existent, field representatives should use their discretion as to the advisability of organizing a committee to assist in the planning, organizing or administration of local programs.



Care should be exercised in the organizing of such committees to assure that they are truly and fairly representative of the industry which the program or administrative objective is designed to serve.

- (8) To initiate and make recommendations with respect to price support commitments.
- (9) To initiate and formulate price support programs, including the appraisal of commodity situations and the anticipation of need for price support operations.
- (10) To consult with the Procurement and Price Support Branch in the developments of any related purchase programs.
- (11) To be responsible for price support operations as may be delegated to the Branch from time to time by the Deputy Director for Supply under specific programs.

The Branch's responsibility of program planning in connection with price support activities as indicated in the foregoing group of functions is undoubtedly one of its most important assignments, and for this reason the subject is treated at length.

Protection to growers against declining markets is undertaken by the Government to obtain necessary production to meet the tremendously increased war food needs of the nation. Government price commitments to farmers to encourage production are real obligations which obviously must be met. The Government also has a definite moral obligation to see that food is not wasted, but utilized as effectively as possible. The proper timing and efficient operation of price support programs is, therefore, just as important in meeting these obligations as is the orderly and timely marketing of the commodities through normal channels of trade. These references to Government obligations are made to emphasize the imperative need to plan and prepare support programs well in advance of critical marketing problems or surplus situations.

Director's Memorandum #65 divides price support programs into three logical groups of activities:

(i) Price Support Commitments: Price support commitments are designed to encourage production by assuring growers protection against declining markets, consequently, such commitments must be made in advance of crop planting. The Branch's responsibility in connection with this function is to make recommendations with respect to prices; grade, varieties, packaging, etc., to be used as a basis of price support; methods of price support; and to furnish pertinent information which would be useful in the development of the price commitment program. This is the first phase of price support program planning.



(ii) Initiating Price Support Programs: The development of broad price support programs, which is the second phase of price support program planning, should take place immediately after price commitments have been made and well in advance of the harvesting and marketing of the crop. The Branch's responsibility in this connection is to develop a program and prepare the necessary documents (dockets) authorizing the various operations under the program for the approval of the War Food Administrator, Director of Distribution, Director of Production, Director of Price, and heads of CCC, AAA and other interested agencies. As it is necessary to prepare price support dockets well in advance of the marketing of the crop, the programs proposed in such dockets obviously must be broad and inclusive so that one or as many various methods of price support will be authorized and available as may be necessary to do an effective support job in any area.

Initiating the price support program is the third phase of price support program planning for which the Branch is responsible. It takes place immediately it becomes apparent or indicated that actual price support operations will be needed in a producing area to remedy a critical marketing problem or surplus situation. It is in connection with this phase of price support program planning that marketing programs field personnel must be prepared to render prompt and effective assistance. They should be in a position to furnish the Washington office a logical market outlook and forecast of impending marketing situations in the producing area which may require the inauguration of actual price support operations. Basic information for such forecasts may be obtained through a personal survey of the area, by consultation with representatives of the Procurement and Price Support Branch, with representatives of the Branch's Inspection Services and the Market News Service, or other offices and agencies having first-hand knowledge of local conditions. Field personnel are cautioned to safe-guard carefully the confidential character of any information which may be obtained from such sources, particularly the Inspection and Market News Services. In submitting the information to the Washington office, field personnel are expected to make recommendations as to the method of price support which would most effectively relieve the situation, such as specifications of purchase, plan of diversion, or details of any other price support method which it is recommended should be used. This information must be forwarded to the Washington office in ample time to permit the Fruit and Vegetable Branch to make its recommendations relative to the price support programs to be inaugurated in the area, and to give the Procurement and Price Support Branch an opportunity to make timely plans and preparations for the operation of the program.

It will be seen from the above that program planning must, to a large extent, be accomplished well in advance of the actual need for price support operations particularly with respect to those commodities which are covered by a previously announced price commitment. There are, however, a large variety of fresh vegetables for which no specific support commitment will be made. While the Government is not actually obligated to give protection to growers against declining markets for such commodities, there remains the moral obligation to avoid waste of food. In these instances, there is usually precluded the possibility of planning a support program very far in advance of the development of critical marketing and surplus situations. Marketing program field representatives, however, should be in a position to anticipate such situations and submit information and recommendations to the Washington office in the same manner as has been outlined above in carrying out the

Branch's responsibility in connection with the third phase of price support program planning.

(iii) Price Support Operations: Price support operations are the carrying out, or the execution of a properly authorized price support program. Price support operations include the purchasing of surplus commodities for distribution to school lunch programs, welfare cases, and to eleemosynary institutions, with funds provided in Section 32 of Public #320; diversion operations, such as the making of payments with Section 32 funds to processors or others for the diversion of surplus commodities from the normal channels of trade, (example: the feeding of surplus potatoes in raw or dried form to livestock); and loan operations, using funds of the CCC, such as the making of non-recourse loans available to growers to encourage storage, and thus assist in the orderly marketing of agricultural commodities. Price support operations are the responsibility of the Procurement and Price Support Branch. The responsibility of the Fruit and Vegetable Branch for a price support program ceases when the Branch has submitted a recommended program, and such program has been approved by appropriate administrative officials.

Marketing programs field personnel are directed to extend their fullest cooperation to field personnel of the Procurement and Price Support Branch and to the Regional Directors of the Office of Distribution in connection with price support program activities. Market outlooks and program recommendations should be discussed with such representatives. Mutual accord at the field levels with respect to program planning and price support operations will be reflected in the expeditious handling of the work at the Washington level and in the ultimate efficient execution of the program. Past experience in the field of price support program planning and the conduct of price support operations justifies the warning to market program field personnel that despite every effort to plan in advance, quite frequently critical situations will develop so suddenly in the marketing of fresh vegetables that remedial or price support action is needed before administrative details and plans can be concluded. Reference to this possibility is made to emphasize the need for the closest collaboration between marketing program personnel and personnel of other branches at the field level. This is equally necessary and most assuredly will be the aim at the Washington level.

Much helpful information will be found in the Manual of Field Purchase Operations, revised August 1943, in carrying out the Branch's functions under price support program planning. While this bulletin has been more or less outmoded by the division of responsibilities between the Fruit and Vegetable Branch and the Procurement and Price Support Branch, it furnishes helpful information and directions in the planning and operation of price support programs.

(12) To develop and recommend designated grower prices, and price breakdowns for fruits and vegetables for processing.

This function is particularly important since all OPA price ceilings for finished processed fruits and vegetables are based upon grower prices developed by the WFA. Field offices will assist in this activity by securing or developing accurate local data pertaining to grower costs of production, prospective yield, historical grade price, historical price



relationship to other commodities, and other pertinent information. This activity will require discussion with local growers and grower groups, and all Federal-State or local organizations which are in position to furnish reliable data. In performing these duties, field offices should bear in mind the Branch's responsibility to the national stabilization program. The Washington office cannot submit recommendations for increased prices without adequate justification upon which the Office of Economic Stabilization can base a decision. Specific requests for grower price information will be made to field offices from time to time by the Branch or marketing programs division chief.

(13) Other Branch Functions: It will be observed that there are other functions of the marketing programs divisions which will for the most part be administered at the Washington level. A great deal of assistance has been given in the past by field personnel in carrying out these functions and the Washington office will continue to draw upon the field offices as the occasion requires. It is impossible to foresee all of the services and contributions which the field organization will be called upon to make from time to time in the conduct of over-all Branch activities. Voluntary help and suggestions will be welcome at any time.

(c) Marketing Programs Field Organization:

Up to the present time certain functions of the marketing programs divisions have been performed in the field by regional fruit and vegetable divisions under the direction of the OD regional directors. Henceforth, marketing programs functions, as assigned, will be performed at the field levels under the direction of the Chief of the Fruit and Vegetable Branch or his designated representatives through a marketing programs field organization which will be established along the following lines:

All functions assigned by the Branch to the field will be performed under the supervision of five regional supervisors of marketing program activities. Each regional supervisor will organize and assume charge of a regional marketing programs division with headquarters at San Francisco, address-- 821 Market Street; Chicago, address--5 South Wabash Avenue; New York, address 150 Broadway; Atlanta, address--Western Union Building; and Dallas, address-- 425 Wilson Building.

Regional marketing programs divisions will be responsible for assigned functions in the following regional areas:

Western Region - Headquarters, San Francisco, California  
Arizona, California, Idaho, Nevada, Montana, Oregon, Utah, Washington, Wyoming, Territory of Hawaii, and Alaska.

Midwest Region - Headquarters, Chicago, Illinois  
Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.



Northeast Region - Headquarters, New York City

Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, and West Virginia.

Southern Region - Headquarters, Atlanta, Georgia

Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, and Virginia.

Southwest Region - Headquarters, Dallas, Texas

Arkansas, Colorado, Kansas, Louisiana, New Mexico, Oklahoma, Texas

Regional supervisors will establish, subject to the approval of the Chief of the Branch, additional permanent offices at such strategic points in a regional area as the volume of work may justify. A permanent office will be in charge of an area supervisor who will be responsible to the regional supervisor. The geographical area in which a permanent office is to function shall not be definitely or permanently fixed. Area limitations shall be governed by the seasonal volume of administrative work. Permanent offices should be permitted to reasonably expand or contract their areas of operation according to seasonal needs. To keep administrative cost to a minimum, a permanent office should function in a larger area during the off-market season than during the peak season when the volume of work may justify the use of additional temporary offices. The functions of a permanent office, in addition to those indicated below, will be assigned by the regional supervisor.

Temporary offices will be established, subject to the approval of the Chief of the Branch, by the regional supervisor according to the seasonal needs of marketing program work, or to the extent of food order administration work, price support program work, and general commodity market and distribution activities which will be their principal functions. A temporary office will be in charge of a field representative who will report either to an area supervisor in charge of a permanent office or direct to the regional supervisor as the latter may determine according to the character of the function or functions the temporary office is to perform.

To expedite program administration and the handling of urgent matters the Washington office may communicate directly with permanent or temporary offices, or require such offices to communicate direct with the Washington office, in accordance with arrangements which will be worked out by the regional supervisor and the Washington office.

The Chief of the Branch hereby authorizes the establishment of the following permanent offices in addition to the five regional offices:

Portland, Oregon, 210 Mayer Building--This office will perform assigned marketing programs functions in the Northwest, and the area supervisor in charge will be responsible to the regional supervisor in charge of the Marketing Programs Division at San Francisco, California.

Los Angeles, California, 724 South Spring Street--This office will perform assigned marketing programs functions in the Southwest and the area supervisor in charge will be responsible to the regional supervisor in charge of the Marketing Programs Division at San Francisco, California. A principal function of the Los Angeles office will have to do with the Branch's responsibility with respect to citrus products and in the performance of this function the area supervisor will continue as in the past to communicate directly with the Washington office.

Sacramento, California, 331 Federal Building--This office will perform assigned marketing programs functions in northern California and will be responsible to the regional supervisor in charge of the Marketing Programs Division in San Francisco.

Fresno, California, Holland Building--This office will perform assigned marketing programs functions in central California and will be responsible to the regional supervisor in charge of the Marketing Programs Division in San Francisco.

Lakeland, Florida, Drane Building--This office will perform assigned marketing programs functions in the adjacent production and marketing area and will be responsible to the regional supervisor in charge of the Marketing Programs Division at Atlanta, Georgia. A principal function of the Lakeland office will have to do with the Branch's marketing programs responsibilities with respect to citrus products and in the performance of this function the area supervisor will continue as in the past to communicate directly with the Washington office.

(d) Field Cooperation:

It is fully recognized that the division of administrative responsibility among OD branches or Federal agencies cannot completely eliminate overlapping of interest, and in some respects, administrative jurisdiction in the conduct of the Department's general food management programs. Therefore, in the development of the Branch's marketing programs field organization and in the direction, supervision, and conduct of the field administrative work all Fruit and Vegetable Branch field representatives are directed to cooperate and assist to the fullest extent other Branch and agency representatives. They are instructed to give particular consideration to the utilization of the facilities, personnel and information made available to them by other branches and agencies and to reciprocate by extending similar assistance whenever it is requested. Particularly in the planning and execution of price support program activities field representatives are instructed to collaborate, exchange information, and assist whenever possible the OD regional directors and field representatives of the regional Procurement and Price Support Division.

Marketing Programs field offices should when requested assist in the actual performance of functions of other commodity branches, provided such assistance will not interfere with the field work of the Fruit and Vegetable Branch, and provided such cooperative arrangements have been developed to the mutual



satisfaction and agreement of the regional supervisor of marketing programs activities, the OD regional director, and appropriate representative of the commodity branch concerned.

Director's Memorandum No. 2, Supplement 38, outlines the functions which OD Regional Directors will perform as personal representatives of the Director of Distribution. All Fruit and Vegetable Branch personnel at the Washington and field levels are directed to cooperate with the Regional Directors and assist them in every practical way in carrying out their responsibilities in this capacity. Copies of all Branch memorandum-directives and copies of communications containing major policy determinations shall be furnished Regional Directors for their information through the Chief of Field Operations.

F. HOUSEKEEPING AND ADMINISTRATIVE FUNCTIONS:

Detailed instructions with respect to the performance of housekeeping functions, including budget, personnel, administrative services, and fiscal operations related to the field activities of the Fruit and Vegetable Branch will be submitted to field personnel in a separate Branch memorandum as soon as plans now under discussion are completed. Meanwhile, those instructions outlined in Fruit and Vegetable Branch Memorandum No. 5, dated July 15, 1943, and its Supplement No. 1, dated November 15, 1943, shall continue in effect.

G. CORRESPONDENCE:

Field communications pertaining to operations and non-policy matters to the Washington office may be addressed to the Chiefs of the Divisions, or to administrative officers of such Divisions according to the nature of the subject matter. Field communications with respect to policy matters should be addressed to the Chief of the Branch. It will be helpful to the Washington office in expediting the handling of correspondence if field communications and reports are forwarded in duplicate. It is presumed the regional supervisors of marketing programs activities will issue such instructions as they may deem advisable for the handling of correspondence, distribution of copies of reports and letters prepared or received in the field offices.

Generally communications from the Washington office to the field will be addressed to the regional supervisors. Copies of communications addressed direct to area supervisors or field representatives in charge of temporary offices will be forwarded to the regional supervisor.

*E A Meyer*



